

ETHOS ACADEMY TRUST BOARD OF TRUSTEES MEETING MINUTES

Thursday 8th July 2021 at 5pm via Microsoft Teams

Present:	Victoria Del Giudice (VDG)	Chair & Trustee
	Jane Acklam (JA)	Trustee (items 1-6)
	Karen Bennett (KB)	Trustee (items 4-6)
	Gary Cox (GC)	Trustee
	Graham Dewhirst (GD)	Trustee
	Jem Greenwell (JG)	Trustee
	Donna Tandy (DT)	Trustee
In Attendance:	Melanie Nightingale (MN)	Clerk to the Board (except item 7)
	Jayne Foster (JF)	CEO
	Dewi Bennett (DB)	CFOO
	Alison Black (AB)	Prospective Trustee (observing - left during item 6)
	Katie Stevens (KS)	Member
	Lesley Conway (LC)	HR Manager
	Rebecca Everett (RE)	Senior Finance Officer (items 1-4)

Item		Action
1	Welcome, Apologies & Declarations of Interest	
	<ul style="list-style-type: none"> • The Chair welcomed everyone to the meeting, including a new Member (Katie Stevens) and Alison Black, who was observing as a prospective Trustee. • No apologies had been received. KB had informed the Clerk prior to the meeting that she needed to leave the meeting at 18:40 and had also advised that she was running late due to a previous meeting overrunning and would join the meeting slightly late. • The following declarations of interest were made: <ul style="list-style-type: none"> ○ MN declared an interest in item 7 (appointment of Clerks). It was agreed that this item would be discussed after Any Other Business to enable MN to clerk the majority of the meeting and leave the meeting prior to item 7. ○ MN advised that KB had an interest in the approval of APRC membership under item 8 (AOB) due to being one of the proposed members of this Committee. However, as KB needed to leave the meeting at 18:40 she would not be present for this item. 	
2	Previous Minutes & Matters Arising	
	<p>Resolved: the minutes of the meeting held on 15 April 2021 were agreed as an accurate record. The Clerk would add the Chair's electronic signature.</p> <p>The Chair reviewed the action log and provided the following updates:</p> <ul style="list-style-type: none"> • VDG had now shared the information on the leadership apprenticeships with LC and KB and this item could be closed. The People and Culture Committee (formerly the Pay and Performance Committee) would pick up on this in future. • The action for KB to discuss apprenticeships with LC would be moved to the People & Culture Committee action log. 	

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	<ul style="list-style-type: none"> The action for KB to discuss ideas for the appraisal system with LC would be moved to the People & Culture Committee action log. 	
3	<p>Committee Recommendations / Outputs</p> <p><u>Curriculum & Standards (C&S) Committee</u></p> <p>DT presented the report from the Curriculum & Standards Committee and highlighted the following points.</p> <ul style="list-style-type: none"> Rebecca Smith (Head of Ethos College) had given a comprehensive insight into the assessment processes and procedures required in Summer 2021 (TAGs – teacher assessed grades) from a pupil and staff perspective. The Committee was reassured that it was a robust system and the needs of the young people had been fully considered. They had discussed workload implications for staff but there was no way round it and the Committee had recorded their thanks to the staff involved. The outcome of the safeguarding audits and peer review was really strong. The fantastic audit documents highlighted what was going well across the Trust, how colleagues were working together and any next steps that were needed. The focus for this Committee and the Board would be monitoring areas for development from these audits, whilst also being mindful of national benchmarking for assessments once it was available. DT highlighted the red areas from the peer reviews that were related directly to governance in terms of Trustees being included in whole school safeguarding and child protection training and understanding their statutory safeguarding duties. It was noted that Trustees could provide evidence from attending safeguarding training in other settings to save doubling up on training. <p>Trustees asked about how often the outcomes of the safeguarding audit would be monitored and if there was a workplan for this. The CEO explained that this was a key item on the Curriculum and Standards agenda each term. She reviewed the audit regularly with senior leaders and staff quality assured the outcomes at DSL (Designated Safeguarding Lead) meetings. There were some items outstanding from the safeguarding audit but they were still on track to be addressed within agreed timescales and the CEO was confident that they were being dealt with. Trustees asked if monitoring the outcomes of the safeguarding audit would be within the remit of the link Trustee role. The CEO confirmed that this would be the case but it was not just the role of the link Trustee and it was important for the Board as a whole to reassure themselves on safeguarding. The profile of safeguarding had been raised within the C&S Committee and they could demonstrate that they were regularly monitoring this. The Chair noted that Trustees needed to be responsible for their own development in terms of training and to flag up with the Trust if they needed more training, particularly in relation to safeguarding, as Trustees needed to be supported in their role. She confirmed that there would be a Trustee-specific safeguarding event next academic year to help them fulfil their role and responsibilities. Trustees noted that safeguarding guidance had changed in terms of Ofsted reports and that they needed to understand these developments. The CEO suggested that one of the DSLs should be invited to the next C&S meeting to provide further</p>	

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	<p>information to Trustees on the updated DfE guidance on sexual violence and sexual harassment.</p> <p>Action: Clerk to invite a DSL to the autumn C&S meeting.</p> <p><u>Finance, Audit & Risk (FAR) Committee</u></p> <p>GC presented the report on the FAR meeting and highlighted the following points.</p> <ul style="list-style-type: none"> • Short term finances and cash flow were healthy and there had been in-year savings due to Covid. • Capital expenditure had been discussed including the overall funding process due to having older school buildings, the approval process and the monitoring process. Trustees felt they needed a better understanding of this and had discussed how to make the process clearer to enable better decision making at the FAR meeting in future. GC, DB, GD and RE had a meeting this week to follow up on this and the outcome was that DB would circulate clearer information that would support Trustees in their decision making. • Income generation needed to be considered, as reserves would be used for some capital expenditure. There were a few items on the Trust Strategic Development Plan relating to income generation and there was some ongoing work to bring this alive. • Discussions at the Trust Strategic Development Day, which some Trustees from the FAR had attended, had centred around the move from operational school budgets to a more strategic approach to ensure a strategic link to the resource plan and spending plan to encourage Trust growth. The FAR had been a productive meeting. <p>The Chair thanked the Trustees on the FAR for their input at a challenging meeting. There were no questions from Trustees.</p> <p><i>KB joined the meeting at 17:23.</i></p>	<p>MN</p>
<p>4</p>	<p>Executive Summary</p>	
	<p><u>Budget Approval</u></p> <p>The CEO reported that the budget documents had been a team effort between the outgoing CFO, incoming CFO and RE, who had provided continuity. The budget would be presented for approval within this meeting. An overview of key assumptions had been provided to assist with decision making.</p> <p>DB highlighted that the budget was a snapshot in time and was a worst case scenario. DB had identified one area where there was an error relating to GAG (general annual grant) inflation for a couple of academies so he needed to update the budget to reflect this, as noted in question 2 below from a Trustee. This would improve the situation for a couple of the academies and the overall consolidated position. Trustees had been given the opportunity to ask questions about the budget in advance of the meeting. All feedback from Trustees had been addressed and the budget had been updated accordingly. The questions submitted by Trustees are included below, along with the answers provided by DB and RE:</p>	

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1. **Why does the Pupil Premium in Ethos College drop from £13,370 in 2021-2022 to £5,903 and £6,009 in years 2022/23 and 2023-24? I can't see the pupil numbers reducing at Ethos College.** Pupil premium is lagged funded so next year's figure is based on actual pupil numbers now, which are at higher levels than "normal". In subsequent years we have taken a prudent approach and dropped the numbers back to usual levels (with the resulting reduction in PP). This is something we can change as we know what pupils we're expecting. With such a small amount of pupils it's difficult to guess the demographics.
2. **Why is there an assumption made that there will be a GAG funding increase of 0% in the notes, then this is inconsistently applied to Reach and Evolve with each of them seeing an increase in GAG funding whilst Ethos and Engage are flat? Apologies – this is an error.** We apply inflation percentages centrally and the software should attach it to the relevant lines of the budget across all academies. We hadn't noticed that it had missed a couple of academies. With the limited time available we concentrated on the year one budgets and mainly at a consolidated level. We didn't see that at an academy level we missed some GAG inflation. The increase based on ASCL assumptions should be 2% for 21/22, 1% 22/23 and 1.8% thereafter. The impact on the budgets in year one is minimal but it's additive so the year 2 and 3 are larger impacts. The changes are below and I would recommend that we make these changes before submitting the budget.
 - Ethos College £8k increase in 21/22, £13k increase in 22/23 and £20k increase in 23/24.
 - Engage- £6k increase in 21/22, £8k in 22/23 and £14k increase in 23/24
3. **Please can you confirm 'Trust Levy' is the same as the 'PFI Charge EL 362'. If it is, why do we use the term 'Trust Levy' rather than 'PFI Charge'?** Yes it is, unfortunately we use the DFE chart of accounts and this is the wording they attach. We will look to see if we can amend it on local reporting so that it is clearer. It's already on my "to do" list.
4. **Also as a wider discussion point and something to think about (this can be picked up through the FAR Committee), if we took on 'Springfield' as a new school to the Trust at the end of the SLA (service level agreement) in line with the Government intention to move all schools to a MAT (multi-academy Trust), what would this look like financially and would it substantially mitigate the risk we have on the risk register for 'failure to onboard schools creates deficit at EAT Central' ?** We can address this in the FAR Committee but in short "yes". The Academy would bring in c.£150k of "Top Slice" and (barring any resulting changes to the Central structure) this would more than address the central shortfalls.
5. **I have just reviewed the spreadsheet and Board report for 2021/22 budget and medium-term plan and have a few questions to help me understand the numbers. Do you feel you have the right number of staff supporting Ethos College? I noticed the ratios per pupil look a lot lower than the other schools.** This is due to the staff being partly allocated to Medical (20%) and this artificially reduces the staffing numbers at the college.
6. **Can we make a breakdown of the capital plans as at June 2021? Is the £519,457 still unapproved by the board? It would be good for Trustees to understand more about the £519k. I now understand how you're funding capital expenditure and how the 2%**

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revenue to capital is accounted for. The £519k is approved and includes some CIF related expenditure (i.e. funded by a Condition Improvement Fund grant).

7. **Are you sure that £15k is enough for the training and development needs? It doesn't seem to fit your ambitions on personal development.** The £15k is just the central amount. The overall budget is more like £45k when each academy's local training is considered.
8. **Is the School Improvement Officer counted in the 20/21 salaries and 21/22 etc?** No, this is not included and in any case this is likely to be funded separately if we decide we need one. As such, it will not impact on the 'bottom line' of the budget.
9. **The key metrics are extremely helpful on page one. What would complement these is to tabularise staffing movements over the years, i.e. staff additions, transfers from support to an FTE (full time equivalent) position and redundant positions. Just the numbers would help for now.** This is being worked on but would not be available ahead of the Board meeting itself.
10. **The missing piece for me is linking the budget and medium-term plan to the refreshed strategy. All the numbers are still presented as operational budgets – which serves one purpose – but I can't see the link to any strategic imperatives that are outlined in the success criteria. I know we actioned this in the FAR meeting so we can see the deployment of strategies across the financial years. The ones that need funding can be highlighted, and maybe you can add in a couple of easy data points to show the % increase in operational spend and % increase in strategy investment. You can then just categorise the amounts into the three strategy areas.** This budget is indeed (as suggested) an operational (worst case scenario) one in order to satisfy the requirements of the ESFA (Education and Skills Funding Agency) return. Other budget scenarios can and will be produced to show the impact of our development strategies.
11. **I understand you putting in realistic income numbers for an operational budget, but somewhere we need to see how we leverage the increase in expenditure through the next 3 years with some probable income opportunities. The forecast shows income dropping by -1.6% and expenditure increasing by 3%. See the response to Q10 – these will need to be produced as scenarios so that we can see the impact of the strategies over and above the baseline (worst case) budget.**

At the meeting itself, Trustees also asked a number of questions. *[A confidential item has been redacted and included in a separate, confidential minute].* **Trustees asked if DB would be circulating the amendments to the budget before submission to the ESFA and if they were significant.** DB explained that the changes were not particularly material but he would still circulate the final version to Trustees. **Trustees asked about Kirklees being due a SEND (special educational needs and disabilities) Ofsted inspection and how that would affect the local situation.** It was agreed that EAT needed to be prepared for this.

Resolved: Subject to DB correcting the GAG inflation error, Trustees approved the budget for submission to the ESFA.

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DB thanked RE for putting the budget information together and for answering the questions from Trustees ahead of the meeting.

Approval of draft Strategic Plan 2021-26

The CEO reported that there had been two Strategic Development Days involving Trustees and senior leaders to look at the Trust’s vision, strategy and values. This had now been formulated into a Trust Strategic Development Plan (SDP). She asked Trustees for feedback or comments on the SDP, which had been made available prior to the meeting.

Trustees noted that it was a comprehensive document and asked how some KPIs (key performance indicators) could be included to monitor progress and how the whole organisation could be included in this process. They asked what the plan was to champion the SDP and bring it to life. The CEO noted that she would welcome input on how to report KPIs. There were some success criteria for each priority, some of which were measurable numerically and some of which were not and may require a RAG rating. She explained that Heads and academy senior leaders were involved in discussions about the SDP. The CEO had attended self-evaluation and strategic planning days with every academy senior leadership team to aim to align the Trust plan with academy plans. Plans at academy level were in draft format. Senior teams would cascade plans to the full staff team early in the new academic year, along with the roles that individuals played within that, e.g. through appraisal targets. This was a well-established way of working within the Trust that worked well and all staff felt they had a role to play. **Trustees asked if there was anything that they could do to champion the Trust SDP.** The CEO noted that as society opened up a bit more and link Trustee visits could take place there could be more discussion with individual academies to ascertain what support was needed from Trustees. **Trustees asked how EAT could make more of the partnerships it could build in the sector and perhaps include this in the KPIs.** The CEO explained how EAT currently promoted its services and how these are commercialised could be brought to life by DB, who had expertise in this area. This would underpin the whole SDP. The Chair explained that these conversations were taking place at the FAR Committee so there was challenge and support in that forum. **Trustees asked about coaching and whether this was the right tool, as there was much more to this, such as learning and development strategy, buddying etc. They noted that coaching did not suit everyone and asked why this had been chosen.** The CEO explained that a lot of thought and research had gone into coaching and it was more about the type of discussion leaders had with staff. Coaching was used as an umbrella term in the widest sense in relation to the culture of the Trust and the Trust did not wish to impose it. It was important to ensure it was fit for purpose, personalised to staff and was about professional development. Coaching was in its infancy and further work was needed in this area. LC added that coaching was not for everyone and that it could be widened out to include pupils as well as staff. **Trustees suggested looking at success measures in terms of what EAT was trying to achieve via coaching etc, e.g. best development and best career paths.** The CEO agreed to take these suggestions on board.

Action: CEO and HR Manager to come up with some success measures for coaching in terms of best development and career paths. JF / LC

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Trustees asked what was meant by an ethical leadership model and what the outcomes of this would be. The CEO explained that it was about the moral purpose of the Trust in terms of decision making, collaborative approaches, solution-focussed thinking etc. Consideration was needed about how this was cascaded in the Trust. *[A confidential item has been redacted and included in a separate, confidential minute].* JF noted that there should not be a reliance on one individual and it was important to grow leaders in the Trust with the same mindset. The Trust needed to make sure it recruited staff with the same vision and values so that it permeated the whole Trust. The CEO agreed to add more wording to the SDP to make this clear. The Chair added that ethical leadership needed to start at Board level with Trustees and Members. She referred to the Nolan Principles and noted that this attitude needed to filter throughout the organisation so that it affected how individuals within the Trust worked on a daily basis. The Chair suggested that there needed to be some education on how the Trust brought ethical leadership to life. JA shared a link to a Framework for Ethical Leadership (<https://www.ascl.org.uk/Help-and-Advice/Leadership-and-governance/Strategic-planning/Framework-for-ethical-leadership-in-education>) in the chat box during the meeting, which she thought might help with the wording of the strategic plan. She explained that the vast majority linked to the most vulnerable. The CEO noted that the coaching and ethical leadership aspects of the SDP would go to the People and Culture Committee for further development.

Action: Clerk to add coaching and ethical leadership aspects of SDP to autumn People and Culture Committee agenda. MN

Resolved: Trustees approved the draft Trust Strategic Plan.

Stakeholder Survey Outcomes

The CEO reported that stakeholder surveys had been undertaken using an external provider (Edurio) to identify strengths and areas for development. She suggested that the Board delegated a more detailed review of the key outcomes and next steps to the Pay & Performance Committee, which the Trust was hoping to rename to the People & Culture Committee. The CEO asked the Trustees for any initial reflections on the headlines from the survey. **Trustees recorded their congratulations to the CEO and Executive Team on the outcomes from the survey, which was a testament to the work carried out over the last 18 months. They felt this provided them with a good insight into stakeholder engagement and agreed it would be good for the People & Culture Committee to have oversight of this.** The CEO noted that there were a lot of strengths to celebrate, as well as areas for development and thanked Trustees for their feedback. **Trustees noted the positive outcomes and noted that pupil engagement with learning would be subject to change depending on the timing of the survey. They noted that pupil feedback was strong and asked about any difference between the three academies.** The CEO confirmed that there were marked differences. **Trustees asked if that was as expected.** The CEO explained that there weren't many surprises. Reach was at a different stage in its development and had a higher turnover of pupils who were not as settled or bought in to the academy. Hannah Lord (Head of Reach) and her team were looking at the quality of education at Reach. There had been some issues with education

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provision due to the limitations of the building but significant development works had now been carried out on site (forest school, gym space etc). **Trustees asked about the staff workload (36% reported concerns in this area).** The CEO reported that she was not surprised about this. There was some differential between academies which needed to be addressed. She saw the greatest priority being how workload could be addressed across the Trust and how changes could be made to improve this. She explained that it was a very intense day with the children EAT worked with and there was little chance for respite. However, whilst EAT had children with wide ranging SEMH needs and other SEND, it did not have the volume of pupils that are in mainstream.

Resolved: Trustees agreed that the People and Culture should monitor progress against the survey outcomes, particularly the staff workload issue.

Action: Clerk to add to the Edurio survey and staff workload to the next agenda for the People and Culture Committee.

MN

Trustees asked if there would be an action plan for some of the areas highlighted from the survey and asked when the Executive Team would have time to address some of these areas and run the survey again. The CEO reported that consultation with staff teams and stakeholders about addressing the issues had already begun. The Trust planned to run stakeholder surveys on an annual basis with the aim of focusing improving outcomes in the weaker areas. Asking staff to complete the surveys was labour intensive, as they also supported pupils and other parents / carers with their survey responses, as well as responding on their own behalf. The Trust was therefore considering staggering the different types of survey (staff, pupils etc) over the academic year to ease the workload. EAT would expect to benchmark the survey in future. **Trustees asked if there would be some kind of visual representation, such as a bar chart to show where the Trust was against benchmarks.** The CEO explained that one of the benefits of the Edurio data was that you could drill down further and see visual representations at Trust level, academy level, team level etc. This would be useful to demonstrate the impact of the surveys over time.

Priory Update

The CEO reported that CIF funding applications had been approved and the Trust was progressing towards the 1st September conversion date for the Priory. The first shadow APRC (academy performance review committee) meeting for the Priory (which would become Evolve Academy on conversion) had been held on 7th July 2021.

Other CIF Updates

It was noted that EAT had also been successful with the CIF application for the Reach Academy roof and DB would lead on this work.

Annual Safeguarding Report

The CEO reported that there had been discussions in the C&S Committee about assuring the Board that safeguarding requirements were being fulfilled. The summary report included in the executive summary was intended to provide an overview of developments that had taken

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place this academic year to ensure robust safeguarding procedures were in place. The link Trustee for safeguarding had provided scrutiny in this area.

The Chair recorded her thanks to Lorraine Absolon, who had recently resigned as a Trustee, for her hard work in working with the DSLs and providing the necessary challenge on safeguarding. Safeguarding practice was strong. **Trustees asked how EAT could commercialise its safeguarding expertise and provide these services elsewhere.** The CEO explained that the peer audits came about because the Trust felt it had exhausted the external reviews. This expertise was definitely marketable.

Action: DB to pick up on marketing safeguarding services in the business plan.

DB

Risk Management

The CEO noted that the FAR Committee received regular reports on the risk register and the Trust approach to risk. The red risks were highlighted within the executive report. The Chair noted that the FAR had discussed moving towards a model of short, medium and long term mitigations for the red risks with the intention of monitoring risks more effectively. Catering was seen as a priority and the FAR wanted to understand the plan for this and assured the Board that this was progressing.

KPI Report

The CEO reported that some KPIs had turned from amber to green throughout the year but others hadn't. **Trustees asked what criteria deemed something to be green, amber and red and how something could be moved to green if it was amber all year. They asked what the plan was if a KPI was going in the wrong direction.** The CEO explained that the KPI of having a strong central team with capacity to support all academies had been amber all year but the arrival of DB should turn this green. However, DB had only been in post nine days therefore that role was not fully embedded. The CEO reported that the Trust was striving for 100% skills coverage at Board level and was undertaking further Trustee recruitment. She added that she was not expecting to achieve a green RAG rating for the HR KPIs (staff attendance and staff retention) this year but hoped to work on this next year. **Trustees suggested sector benchmarking (academy or education sector rather than PRUs) to assist with this. Trustees suggested considering how long something was amber before it became red.**

Action: CEO to look at sector benchmarking and consider criteria for KPIs becoming red if they had been amber for a long time.

JF

The Chair thanked the CEO for her work and Trustees for their input.

RE left the meeting at 18:10.

5 Statutory Documents & Policies

The Chair explained that the additional HR policies had been included with the Board pack, as they needed Trustee approval in order to be implemented in time for September. She had reflected on the approval process with the CEO and in future the policies would not form part

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of the Board pack if they had been reviewed and approved via Every. This was a work in progress.

Statement of Procedures for Dealing with Allegations of Abuse against Staff

This policy had been to Trustees for comment via Every and there were no significant matters for discussion. Trustee amendments would be incorporated.

Trustees asked about working from home as an alternative to suspension due to emotional distress and wellbeing of individual. They noted that unions had recently pushed for offering working from home at an alternative. LC explained that working from home was considered as an alternative to suspension and suspension was a last resort.

Resolved: Trustees approve the Statement of Procedures for Dealing with Allegations of Abuse against Staff.

SEN Policy & Information Report

This policy had been to Trustees for comment via Every and there were no significant matters for discussion. Trustee amendments would be incorporated.

Resolved: Trustees approved the SEN Policy & Information Report

Public Sector Equality Duty Action Plan Update

The CEO explained that this was reviewed annually and different objectives were set at academy level. Each objective set this time last year had been reviewed and a brief commentary was provided. A judgement was made by senior leaders on whether the objective was met, partially met or not met and recommendations were made.

Trustees asked which senior leaders decided whether the objectives had been met. The CEO explained that the strategic leadership team of each academy provided input and also had some dialogue with the CEO. Sometimes there was data to show how certain minority groups had performed but sometimes it was a subjective judgement. **Trustees asked if there could be an equalities panel where academies judged each other's objectives to make it more robust and transparent.** The CEO agreed that this would be useful and increasingly this was how the Trust was working.

Action: CEO to speak to the Executive Team about setting up an equalities panel.

JF

Trustees asked what action they needed to take with this document. The CEO explained that the Trust needed to produce equality objectives and provide feedback on progress to Trustees. In the past the Board had approved this.

Action: Clerk to check whether the equality objectives required formal Board approval.

MN

Flexible Working Policy

This policy had been to unions for feedback and was presented to the Board to ensure implementation from September. There had been no clear policy from Kirklees so EAT wished to put this in place. There had not been any significant feedback from unions.

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Trustees asked if EAT had received any flexible working requests and whether not having a policy had held this up. LC explained that the Trust had still considered flexible working and had facilitated requests prior to the existence of an official policy but it was important to have a policy to work to.

Resolved: Trustees approved the Flexible Working Policy.

Redundancy Policy

This policy had been to unions for feedback and was presented to the Board to ensure implementation from September. There had not been any significant feedback from unions. LC spoken to GC this morning and intended to use the word redundancy rather than dismissal throughout the policy. There had not been an EAT policy on redundancy previously so this was a new one to provide clarity for the Trust and the staff.

Trustees asked why this was a new policy. LC explained that EAT did not inherit a policy on redundancy from Kirklees and needed something clear. She had reassured staff that no redundancies were planned. **Trustees queried why there had been no comments from unions on flexible working and redundancy policies.** LC confirmed that it had been out to consultation a number of times.

Resolved: Trustees approved the Redundancy Policy.

6 Board Membership Update

Consideration of new Trustee application

Alison Black introduced herself and gave an overview of her background and experience. She was currently Director of Standards and Continuous Improvement at South Pennine Academies and Executive Principal at one of the secondary schools in Calderdale. She had been a primary Head Teacher prior to this, working in two different Kirklees primaries. She was looking forward to joining the Board as a Trustee, as it fitted with her own moral purpose of wishing to support vulnerable learners.

The Chair asked AB to leave the meeting to enable Trustee discussion.

AB left the meeting at 18:26.

The Chair explained that Alison Black was recommend by JA, who was her line manager. JA was due to retire next September and was reviewing her commitments. She planned to stand down as a Trustee and had put forward AB as a potential Trustee. AB would be a real asset to the Board. GD reported on his interview with AB and endorsed her application. **Trustees noted that AB had a relevant educational background and would be able to help EAT move forward with the incorporation of Evolve (the Priory Centre) into the Trust.**

Resolved: Trustees agreed to recommend Alison Black’s appointment as a Trustee to Members.

Action: Clerk to email Members for their approval of Alison Black’s appointment as Trustee.

MN

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Trustee Resignations

The following resignations had been received by the Chair, CEO and Clerk since the last Board meeting and were noted by Trustees.

- Rob Whitehouse resigned on 5th May 2021.
- Lorraine Absolon resigned on 10th June 2021.

Trustees recorded their thanks to Rob Whitehouse and Lorraine Absolon for their hard work, particularly the work that Lorraine undertook with Ethos and the Pupil Referral Service, as it was known at the time. Both Trustees had resigned due to other commitments. The Chair had personally thanked both Trustees for all their hard work.

Succession Planning

The Chair noted that the above resignations left a gap in expertise on the Board. Alison Black's appointment would help with this. The Chair outlined possible roles on the Board for Trustees to consider and noted that support in terms of training could be given. Recruitment of more Trustees was in progress. The Chair noted that there was a great set of people around the table and the Trust was in a positive position.

DT explained that she would be attending virtually in future, as she was relocating due to a promotion to CEO of an academy trust. She was willing to continue in her role as Trustee.

Trustees asked if there had been a skills gap analysis. The Chair explained that this was part of the Board development plan. She would meet with Trustees individually and this would be supported by a skills gap analysis to inform training needs. This was a work in progress. All Trustees had done a skills audit at the time of appointment and a full skills audit had been carried out in July 2021. The Chair suggested that skills audits needed to be undertaken at key points rather than annually.

KB left the meeting at 18:38

The Chair noted that JA planned to stay on to hand over the People and Culture Committee to another Trustee and was planning to become a Member when she stood down as Trustee. This was likely to be around December 2021.

Link Trustee Roles

The Chair and CEO had discussed the workload involved in link Trustee roles and planned to bring together SEND, behaviour, safeguarding and mental health in one role as Vulnerability Link Trustee. This and other vacant link Trustee roles would be considered and appointed to in the September Board meeting.

JA left the meeting at 18:41

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 8th July 2021 at 5pm via Microsoft Teams

7	<p>Appointment of Clerks</p> <p>This item was moved to the end of the meeting to enable the Clerk to minute the rest of the meeting and be absent from discussions in item 7. The following information was provided by the CEO after the meeting to be noted in the minutes.</p> <p>Four companies were invited to tender to provide clerking services for Ethos Academy Trust.</p> <p>Two companies responded. The quoted prices per annum based on four Trust Board Meetings, twelve Committee meetings, eight Academy Advisory Committee meetings and a Company Secretary Service were reported. It was recommended that Trustees appoint Educlerks to provide governance clerking services across the Trust and to continue to fulfil the role of Company Secretary for the next 12 months.</p> <p><u>Resolved:</u> Trustees approved the appointment of Educlerks to provide governance clerking services across the Trust and to continue to fulfil the role of Company Secretary for the next 12 months.</p>	
8	<p>Any Other Urgent Business</p> <p><i>[A confidential item has been redacted and included in a separate, confidential minute].</i></p> <p><u>Membership of Evolve Academy Performance Review Committee (APRC)</u></p> <p>An overview of the proposed membership of the Evolve APRC had been provided to Trustees prior to the meeting. The Chair reported that an initial “shadow” meeting of the APRC had been held on 7th July 2021 and it had gone well. The proposed APRC members were strong practitioners that could support the Head of Evolve but the Committee needed to be proactive in filling the community vacancies. The Chair asked Trustees to send any suggestions to her or the CEO. The CEO confirmed that she had contacted the local Chamber of Commerce but had not head back as yet.</p> <p>Action: Trustees to send suggestions for filling the APRC community vacancies to the Chair or CEO.</p> <p>Trustees suggested contacting key partners / community organisations to see if they wish to be involved. Trustees asked how Trustees could get involved with supporting Evolve and asked if it would it be possible to have an Extraordinary Board meeting at the Priory Centre / Evolve or whether Trustees could attend the APRC and visit the Priory to show support for the new academy. The CEO reported that a potential visit to the new academy had been discussed with the committee yesterday. The CEO suggested hosting a Board meeting at Evolve next year to facilitate Trustee engagement. Trustees asked if there was any mileage in contacting the police or NHS to be community members. The CEO agreed that this was a good idea, as the new Head planned to employ a Safer Schools Police Officer at the academy.</p> <p><u>Resolved:</u> Trustees approved the Evolve Academy Performance Review Committee membership as follows:</p>	All

Agreed as an accurate record

Signed: Print Name:

Dated:

ETHOS ACADEMY TRUST
BOARD OF TRUSTEES MEETING MINUTES
 Thursday 8th July 2021 at 5pm via Microsoft Teams

	<ul style="list-style-type: none"> • Abi Mulligan, Head Teacher of two mainstream schools and Chair of the Inclusion Panel for Wakefield LA • Ryan Taff, Inclusion Manager and Designated Safeguarding Lead at Engage Academy • Rebecca Smith, Head Teacher at Ethos College • Karen Bennett, Link Trustee for HR • Hannah Lord, Head Teacher of Reach Academy <p><u>Chair's Actions for Ratification</u></p> <p>A list of items approved by the Chair (invoices, purchase orders etc) had been circulated prior to the meeting and was ratified by Trustees.</p> <p><i>The Clerk left at 18:58 to enable the Trustees to discuss item 7.</i></p>	
9	Date of Next Meeting	
	<p>The meeting schedule for 2021/22 had been circulated and the Clerk would send calendar appointments to Trustees, Members and the Executive Team.</p> <p>Date of next meeting: Thursday 16 September 2021</p> <p>Action: Clerk to send calendar appointments for the 2021/22 Board meetings and the first round of Committee meetings to Trustees, Members and the Executive Team.</p>	MN

Action Points	Responsibility	Completion
• Invite a DSL to the autumn C&S meeting.	MN	October 2021
• Come up with some success measures for coaching in terms of best development and career paths.	JF / LC	September 2021
• Add coaching and ethical leadership aspects of SDP to autumn People and Culture Committee agenda.	MN	October 2021
• Add to the Edurio survey and staff workload to the next agenda for the People and Culture Committee.	MN	October 2021
• Pick up on marketing safeguarding services in the business plan	DB	September 2021
• Look at sector benchmarking and consider criteria for KPIs becoming red if they had been amber for a long time.	JF	September 2021
• Speak to the Executive Team about setting up an equalities panel.	JF	September 2021
• Check whether the equality objectives required formal Board approval.	MN	14.07.2021
• Email Members for their approval of Alison Black's appointment as Trustee.	MN	09.07.2021 (completed)
• Send suggestions for filling the APRC community vacancies to the Chair or CEO.	Trustees	06.09.2021
• Send calendar appointments for the 2021/22 Board meetings and the first round of Committee meetings to Trustees, Members and the Executive Team.	MN	21.07.2021

Agreed as an accurate record

Signed: Print Name:

Dated: